

# Memorandum

**Date** : February 24, 2004

**To** : Michael Tritz, Chief Auditor  
Business, Transportation & Housing Agency  
980 Ninth Street, Suite 2450  
Sacramento, CA 95814

**From** : Charley Fenner, Special Advisor to the Director  
Department of Motor Vehicles

**Subject** : Performance Metrics - Additional Information

This memo transmits the Department of Motor Vehicles' (DMV) response to your memo dated February 11 2004, on the "Additional Information Needed Re: Departments' Performance Metrics."

As requested, DMV reviewed its performance metrics and answered the questions outlined in your memo for each of our major programs.

If you have any questions or need additional information, please call me at (916) 657-2747, or Linh Nguyen, Special Counsel to the Director, at (916) 657-6383.

**ORIGINAL SIGNED BY  
CHARLEY FENNER**

CHARLEY FENNER  
Special Advisor to the Director

c: Linh Nguyen, Special Counsel to the Director, DMV

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## **Department of Motor Vehicles Mission**

The mission of the Department of Motor Vehicles (DMV) is to administer the motor vehicle laws; protect and secure the public Interest, and serve the public.

### **I. Driver Licensing and Personal Identification (DL/ID Program)**

#### ***A. Program Function/Activities***

**FUNCTION:** Regulate the issuance and retention of driver licenses, and provide identification services

**ACTIVITIES SUPPORTING DEPARTMENT'S PRIMARY MISSION:** Activities in this program include application review, photography, fees collection and response to information requests. The program also promotes the financial responsibility of vehicle owners and operators, and oversees the Proof of Legal Presence requirement. This program issues tamper-resistant driver licenses and identification cards, renews driver licenses by mail, and issues duplicate driver licenses.

#### ***B. Program's Goals/Expected Outcomes***

**GOAL:** To issue identifying documentation to individuals who are eligible drivers and personal identification to other individuals

**OUTCOME:** Issuance of driver licenses and identification cards

#### ***C. Budget (\$ and PYs) – Comparison to Other States***

The budget and staffing for the Driver Licensing and Personal Identification Program for FY 2002/2003 was \$172,722,000, and 2,126,1 PYs.

DMVs vary significantly in organization, service delivery, processes, and requirements. In addition, customer workload differs considerably from state to state. We are researching budget comparison data from other states and will forward the information at a later date.

#### ***D. Primary and Secondary Customers – Customer Satisfaction***

**PRIMARY CUSTOMERS:** Motoring Public, ID Cardholders.

**SECONDARY CUSTOMERS:** Law enforcement, courts, state and federal agencies, insurance companies, financial institutions, commercial industry, and other authorized information requesters.

**CUSTOMER SATISFACTION:** Customer satisfaction is measured through surveys, correspondence and in-coming phone calls. Various liaison activities with secondary customers are used to improve customer service and provide an environment of information sharing.

***E. Obstacles to Achieving Program's Goals/Expected Outcomes***

Obstacles include:

- Staff shortages, including loss of experienced staff and inability to refill vacant positions
- Limited resources/funding for Information Technology (IT) projects (i.e., upgrade from the current "flat file" system to a relational database)
- Dependent activities outside of DL/ID Program control (i.e., mailing operations capacity, DL/ID card vendor/operation)
- Incomplete or inaccurate record information from the Courts

***E. Does Activity Interfere with DMV's Primary Mission?***

No.

***F. Metrics***

**Metric 1: DL/ID Card issuance from date of application to mail date**

1. Explain how the metric demonstrates DMV's success in accomplishing its mission, and how the metric is linked to program outcome.
  - It reflects timely service to the public, and directly relates to the issuance of driver licenses and identification cards.
2. Explain who uses the metric and how the metric results are used to make program decisions and/or changes necessary to better accomplish DMV's mission.
  - Mid-level and upper management review the metric to:
    - Evaluate program changes
    - Identify program deficiencies and determine the necessary actions to address those deficiencies
    - Evaluate the success of previously-implemented program improvements
3. Explain how changes in the activities/outputs measured by the metric are entirely, or at least primarily, responsible for changes in the outcome, and/or identify other factors affecting the outcome.

- Any significant change in the key activities of the metric directly relate to the outcome. Examples:
  - If new requirements are mandated for the issuance of a DL/ID card (e.g., verification of new types of birth or legal presence documentation)
  - If DMV lost connection to a technology partner (e.g., DL/ID card vendor, Social Service Administration)
  - Inability to renew verification contracts or Memorandums of Understanding (MOU) with various Governmental entities.

These types of changes would have a negative impact on DMV's ability to deliver a product in a timely manner.

1. Identify the target for the metric and explain how the target was developed.

- The overall target for this metric is six (6) days to produce and mail driver licenses and identification cards. This target was developed by assessing the key components of the program and measuring each of the key components independently to determine changes impacting the overall goal of the program.

2. Explain the causes(s) of any fluctuation in the metric results.

- In 1999, a new vendor system was implemented and card production moved from 5 days to 1 day at the vendor's site.
- In October of 2000, DMV implemented a back-end batch verification of Social Security Numbers (SSN) and streamlined field office processes by using existing photos for the issuance of duplicate DL cards.
- Over the past few years, DMV's mail operation has struggled with older technology limitations and then with the transition to a newer technology. The impact is reflected in the average processing times for our products.
- Hiring freeze and loss of PYs due to budget reductions resulted in staff shortage and the ability to process DL/ID card transactions in a timely manner.

**Metric 2: DL Renewal by Mail from date application is received to mail date**

1. Explain how the metric demonstrates DMV's success in accomplishing its mission, and how the metric is linked to program outcome.

- It reflects timely service to the public, and directly relates to the issuance of driver licenses.
2. Explain who uses the metric and how the metric results are used to make program decisions and/or changes necessary to better accomplish DMV's mission.
- Mid-level and upper management review the metric to:
    - Evaluate program changes
    - Identify program deficiencies and determine the necessary actions to address those deficiencies
    - Evaluate the success of previously-implemented program improvements
3. Explain how changes in the activities/outputs measured by the metric are entirely, or at least primarily, responsible for changes in the outcome, and/or identify other factors affecting the outcome.
- Any significant change in the key activities of the metric directly relate to the outcome. Examples:
    - If new requirements are mandated for the renewal of a DL card
    - If DMV lost connection to a technology partner (e.g., DL/ID card vendor, Social Service Administration)

These types of changes would have a negative impact on DMV's ability to deliver a product in a timely manner.

3. Identify the target for the metric and explain how the target was developed.
- The target for this metric is 5 days plus additional processing time for receipt and cashing of the payment and mail operations. This target was developed by assessing the key components of the program and measuring each of the key components independently to determine changes impacting the overall goal of the program.
4. Explain the causes(s) of any fluctuation in the metric results.
- In 1999, a new vendor system was implemented and card production moved from 5 days to 1 day at the vendor's site.
  - In June of 2001, a legislative change extended the DL renewal from four years to five years. This resulted in a temporary drop of Renewals by Mail for that time period.

- Over the past few years, DMV's mail operation has struggled with older technology limitations and then with the transition to a newer technology. The impact is reflected in the average processing times for our products.
- Hiring freeze and loss of PYs due to budget reductions resulted in staff shortage and the ability to process DL card renewals in a timely manner.

### **Metric 3: Percentage of field office DL customers served by appointment**

1. Explain how the metric demonstrates DMV's success in accomplishing its mission, and how the metric is linked to program outcome.
  - It reflects timely service to the public, and directly relates to the issuance of driver licenses, identification cards, and vehicle registration documents/plates.
2. Explain who uses the metric and how the metric results are used to make program decisions and/or changes necessary to better accomplish DMV's mission.
  - Management is monitoring this metric to determine if current staffing is sufficient or additional staffing is needed to meet these goals. If the current goals are reached, the percentages may be modified to permit a higher percentage of appointment customers and/or appointments received in fewer days.
3. Explain how changes in the activities/outputs measured by the metric are entirely, or at least primarily, responsible for changes in the outcome, and/or identify other factors affecting the outcome.
  - Changes in scheduling processes or availability of appointments would impact the Department's level of service to its customers and therefore their ability to complete transactions with DMV.
4. Identify the target for the metric and explain how the target was developed.
  - Until November 3, 2003, the department's goal for customers for both DL and VR was 60% appointment and 40 % non-appointment. An additional goal was that customers could receive an appointment within three days.
  - Due to the number of vacant positions resulting from staffing cuts and executive hiring freezes, as of November 3, 2003 these metrics were modified. The current goals for appointments are 25% of customer



volume should be appointments, and that customers can receive an appointment within 7 days.

- Management is monitoring these goals to determine if current staffing is sufficient or additional staffing is needed to meet these goals. If the current goals are reached, the percentages may be modified to permit a higher percentage of appointment customers and/or appointments received in fewer days.

5. Explain the causes(s) of any fluctuation in the metric results.

- Please see the information above.

## **II. Vehicle/Vessel Registration Program (VR)**

### ***A. Program Function/Activities***

**FUNCTION:** Regulate the registration and titling of all vehicles, vessels, trailers, motorcycles, and commercial vehicles, and collect and distribute revenue.

#### **ACTIVITIES SUPPORTING DEPARTMENT'S PRIMARY MISSION:**

Activities in this program include application review, fees collection and response to information requests. This program issues ownership certificates, license plates (including special interest plates), registrations, stickers, duplicate registration titles/stickers, and processes renewals by mail.

### ***B. Program's Goals/Expected Outcomes***

**GOALS:** To establish identification and ownership of vehicles and vessels of California residents, assure compliance with various related laws, collect revenue for various state and local government programs, and provide information from vehicle and vessel records. Consistent with these objectives, the department participates in the International Registration Plan that provides for the proration of commercial vehicle fees to the member states and provinces of Canada.

**OUTCOMES:** Issuance of VR titles and evidence of current registration.

### ***C. Budget (\$ and PYs) – Comparison to Other States***

The budget and staffing for the Vehicle/Vessel Registration Program for FY 2002/2003 was \$387,302,000, and 4,058.1PYs.

DMVs vary significantly in organization, service delivery, processes, and requirements. In addition, customer workload differs considerably from state to state. We are researching budget comparison data from other states and will forward the information at a later date.

### ***D. Primary and Secondary Customers – Customer Satisfaction***

**PRIMARY CUSTOMERS:** General public, courts, banking and financial industry, law enforcement, cities, and counties.

**SECONDARY CUSTOMERS:** Federal government, Air Resource Board (ARB), Bureau of Automotive Repair (BAR), motor vehicle manufacturers/dealers, registration services, business partners, other states, governmental agencies, commercial industry and other authorized information requestors, etc.

**CUSTOMER SATISFACTION:** Customer satisfaction is measured through surveys, correspondence and in-coming phone calls. Various liaison activities

with secondary customers are used to improve customer service and provide an environment of information sharing.

### ***E. Obstacles to Achieving Program's Goals/Expected Outcomes***

Obstacles include staff shortages, including loss of experienced staff and inability to refill vacant positions, limited resources/funding for Information Technology (IT) changes (i.e., upgrade from the current "flat file" system to a more current relational database), new/revised statutes (i.e., changes in the past four years to Revenue and Taxation Code 10754 relating to the Vehicle License Fee [VLF]), new regulations, and limitations imposed by control agencies (i.e., Department of Finance, Technology Investment Review Unit [TIRU], and Department of General Services [DGS] relating to procurements, Feasibility Study Report's [FSR]).

### ***F. Does Activity Interfere with DMV's Primary Mission?***

No.

### ***G. Metrics***

#### **Metric 1: Ownership Certificates Issuance from date of application received to mail date**

1. Explain how the metric demonstrates DMV's success in accomplishing its mission, and how the metric is linked to program outcome.
  - Average processing time is an indicator of how well we are serving the public in issuing VR titles and evidence of current registration.
2. Explain who uses the metric and how the metric results are used to make program decisions and/or changes necessary to better accomplish DMV's mission.
  - Management uses the metric to monitor how efficiently we are serving the public and to determine if changes to the program have to/or can be made to improve average processing time.
3. Explain how changes in the activities/outputs measured by the metric are entirely, or at least primarily, responsible for changes in the outcome, and/or identify other factors affecting the outcome.
  - Changes in average processing time determine in part how efficiently we deliver the VR program's output: Issuance of VR titles and evidence of current registration. For example, the elimination of the VLF offset, effective October 1, 2003, raised the VLF and then the subsequent rescinding of the increase was effective November 17, 2003. These two changes required significant software changes and had to be completed immediately.

4. Identify the target for the metric and explain how the target was developed.
  - Target is 5.3 days. Average processing time for FY 02/03 was 5.4 days. This is based on average processing times according to the activity steps.
5. Explain the causes(s) of any fluctuation in the metric results.
  - Causes that may be responsible for any fluctuations in the metric results include staff shortages (loss of experienced staff and inability to refill vacant positions), limited funding for Information Technology (IT) changes (ex. upgrade from the current “flat file” system to a more current relational database), new/revised statutes (i.e., changes in the past four years to Revenue and Taxation Code 10754 relating to the VLF), new regulations, and limitations imposed by control agencies (i.e., DOF for approving hiring exemptions, and DOF, TIRU, and DGS relating to procurements and FSR’s).

**Metric 2: Registration Renewal by Mail from date of application received to mail date**

1. Explain how the metric demonstrates DMV’s success in accomplishing its mission, and how the metric is linked to program outcome.
  - Average processing time is an indicator of how well we are serving the public in issuing VR titles and evidence of current registration.
2. Explain who uses the metric and how the metric results are used to make program decisions and/or changes necessary to better accomplish DMV’s mission.
  - Management uses the metric to monitor how efficiently we are serving the public and to determine if changes to the program have to/or can be made to improve average processing time.
3. Explain how changes in the activities/outputs measured by the metric are entirely, or at least primarily, responsible for changes in the outcome, and/or identify other factors affecting the outcome.
  - Changes in average processing time determine in part how efficiently we deliver the VR program’s output: Issuance of VR titles and evidence of current registration. For example, the elimination of the VLF offset, effective October 1, 2003, raised the VLF and then the subsequent rescinding of the increase was effective November 17, 2003. These two changes required significant software changes and had to be completed immediately.

4. Identify the target for the metric and explain how the target was developed.
  - Target is 7.5 days. Average processing time for FY 02/03 was 10.8 days. This is based on average processing times according to the activity steps.
5. Explain the causes(s) of any fluctuation in the metric results.
  - Causes that may be responsible for any fluctuations in the metric results include staff shortages (loss of experienced staff and inability to refill vacant positions), limited funding for Information Technology (IT) changes (ex. upgrade from the current “flat file” system to a more current relational database), new/revised statutes (i.e., changes in the past four years to Revenue and Taxation Code 10754 relating to the VLF), new regulations, and limitations imposed by control agencies (i.e., DOF for approving hiring exemptions, and DOF, TIRU, and DGS relating to procurements and FSR’s, etc.)

**Metric 3: Percentage and number of VR transactions completed by a business partner as compared to all VR transactions**

1. Explain how the metric demonstrates DMV’s success in accomplishing its mission, and how the metric is linked to program outcome.
  - Percentage and number of all VR transactions completed through the Business Partners is an indicator of how well we are serving the public through alternative methods of issuing VR titles and evidence of current registration.
2. Explain who uses the metric and how the metric results are used to make program decisions and/or changes necessary to better accomplish DMV’s mission.
  - Management uses the metric to monitor how efficient we are serving the public and to determine if changes to the program have to/or can be made to improve the number of business partner transactions.
3. Explain how changes in the activities/outputs measured by the metric are entirely, or at least primarily, responsible for changes in the outcome, and/or identify other factors affecting the outcome.
  - Changes in the number of business partner transactions determine in part how efficiently we deliver the VR program’s output: Issuance of VR titles and evidence of current registration. With more business partners, more work will be completed in a timely manner and/or outside of the DMV field offices.

4. Identify the target for the metric and explain how the target was developed.
  - The target for VR transactions completed by business partners for FY03/04 is 246,289 VR transactions, and for FY 04/05 the target is 283,232.
5. Explain the causes(s) of any fluctuation in the metric results.
  - A change in the volume of VR transactions completed by business partners may be caused in part by:
    - Number of business partners participating in the Program
    - Change in the number or types of VR transactions that can be completed by business partners. Initially, business partners were only able to process new vehicle reports of sale. Since that time, DMV has allowed them to process some VR renewal transactions as well.

In the future, new and/or different VR transactions may be authorized for the Business Partner Automation Program and will be reflected in the total transaction volumes.

#### **Metric 4: Percentage and number of VR transactions completed via the Internet as compared to all VR transactions**

1. Explain how the metric demonstrates DMV's success in accomplishing its mission, and how the metric is linked to program outcome.
  - Percentage and number of all VR transactions completed through the Internet is an indicator of how well we are serving the public through alternative methods of issuing VR titles and evidence of current registration.
2. Explain who uses the metric and how the metric results are used to make program decisions and/or changes necessary to better accomplish DMV's mission
  - Management uses the metric to monitor how efficiently we are serving the public and to determine if changes to the program have to/or can be made to increase the percentage and number of VR transactions completed over the Internet.
3. Explain how changes in the activities/outputs measured by the metric are entirely, or at least primarily, responsible for changes in the outcome, and/or identify other factors affecting the outcome.
  - Changes in the number of VR transactions completed over the Internet determine in part how efficiently we deliver the VR program's

output: Issuance of VR titles and evidence of current registration. With more transactions completed over the Internet, more work can be completed in a timely manner and/or outside of the DMV field offices.

4. Identify the target for the metric and explain how the target was developed.
  - Because this is a new metric established in 2004, there is no established target for this metric at this time. The target is being developed. For Metric #4, the percentage of all VR transactions completed over the Internet for FY 02/03 was 1/6%, while there was no comparable benchmark data at this time from other states surveyed.
5. Explain the causes(s) of any fluctuation in the metric results.
  - Causes that may be responsible for any fluctuations in the metric results include staff shortages (loss of experienced staff and inability to refill vacant positions), limited funding for Information Technology (IT) changes (i.e. enhancements that add more services to the Internet), new/revised statutes, new regulations, and limitations imposed by control agencies (i.e., DOF for approving hiring exemptions, and DOF, TIRU, and DGS relating to procurements and FSR's) Other causes include public awareness and the willingness to use the Internet.

#### **Metric 5: Percentage of field office VR customers served by appointment**

Please see Program A, Section G, Metric #3, page 3.

### **III. Occupational Licensing and Investigative Services Program (OL)**

#### ***A. Program Function/Activities***

**FUNCTION:** Consumer protection by licensing and regulation of businesses related to the motor vehicle industry, enforce laws within DMV's jurisdiction

**ACTIVITIES SUPPORTING DEPARTMENT'S PRIMARY MISSION:** This program provides consumer protection through the licensure and regulation of occupations and businesses related to the manufacture, transport, sale, and disposal of vehicles. Occupations and businesses related to driving and traffic schools are also regulated.

### ***B. Program's Goals/Expected Outcomes***

**GOALS:** To provide consumer protection by licensing and regulating principal segments of motor vehicle-related businesses, and enforcing laws within the department's jurisdiction.

**OUTCOMES:** Licensing and regulation of businesses related to the manufacture, transport, sale and disposal of vehicles, including driving and traffic violator schools.

### ***C. Budget (\$ and PYs) – Comparison to Other States***

The budget and staffing for the Occupational Licensing and Investigative Services Program for FY 2002/2003 was \$36,773,000, and 472.3 PYs.

DMVs vary significantly in organization, service delivery, processes, and requirements. In addition, customer workload differs considerably from state to state. We are researching budget comparison data from other states and will forward the information at a later date.

### ***D. Primary and Secondary Customers – Customer Satisfaction***

**PRIMARY CUSTOMERS:** Public and vehicle industry consumers.

**SECONDARY CUSTOMERS:** Motor vehicle industry, law enforcement, courts, and other authorized information requestors.

**CUSTOMER SATISFACTION:** Customer satisfaction is measured by incoming correspondence and phone calls received.

### ***E. Obstacles to Achieving Program's Goals/Expected Outcomes***

- Lack of resources, both personnel and funds
- The way in which the business delivers information to the consumer
- The effectiveness of the business in scheduling the class and providing the classroom environment

### ***F. Does Activity Interfere with DMV's Primary Mission?***

No.



## ***G. Metrics***

### **Metric 1: Documented complaints received from driving and traffic school customers**

1. Explain how the metric demonstrates DMV's success in accomplishing its mission, and how the metric is linked to program outcome.
  - To the extent that traffic violator and driving schools contribute to the licensing of safe drivers in California, this metric measures how the Department protects the public interest by ensuring the material and classroom are safe, lawful, and correct, and that the training is provided by authorized businesses meeting the legal licensing requirements.
2. Explain who uses the metric and how the metric results are used to make program decisions and/or changes necessary to better accomplish DMV's mission.
  - Mid-level and upper management review the metric to:
    - Evaluate program changes
    - Identify program deficiencies and determine the necessary actions to address those deficiencies
    - Evaluate the success of previously-implemented program improvements
3. Explain how changes in the activities/outputs measured by the metric are entirely, or at least primarily, responsible for changes in the outcome, and/or identify other factors affecting the outcome.
  - The volume and nature of complaints directly assess the quality, content, and delivery of the educational material.
4. Identify the target for the metric and explain how the target was developed.
  - The target for this metric is to receive zero complaints. The target was developed by assessing the key components of the program and measuring each of the key components independently to determine changes impacting the overall goal of the program
5. Explain the causes(s) of any fluctuation in the metric results.
  - In 1999/2000, DMV began to notifying schools in writing of each complaint, and requiring a corrective action plan from them.

- In 2000/01, the on-site post licensing reviews of the businesses began and the number of complaints reduced. The post-licensing reviews continued until January 2003 when they were decreased due to position reductions as a result of the budget cuts.
- In July of 2003, all on-site post licensing business reviews were discontinued due to budget cuts/ position reductions.

## **Metric 2: Documented complaints received from auto dealer customers**

1. Explain how the metric demonstrates DMV's success in accomplishing its mission, and how the metric is linked to program outcome.
  - This metric directly measures DMV's investigative efforts to enforce the motor vehicle laws and protect and service the public interests.
2. Explain who uses the metric and how the metric results are used to make program decisions and/or changes necessary to better accomplish DMV's mission.
  - DMV Investigations Division management uses this metric to evaluate the impact of outside influences such as legislation, budget reductions, hiring freezes, population shifts, changes in the economy, etc. which becomes the basis for assessing the need for program changes such as reprioritization of workloads, geographic reassignment of staff resources, etc. Additionally, this metric is used to evaluate the impacts of any implemented program modifications.
3. Explain how changes in the activities/outputs measured by the metric are entirely, or at least primarily, responsible for changes in the outcome, and/or identify other factors affecting the outcome.
  - Decreases in the number of investigations undertaken without a causal decrease in the total number of complaints received could result in potential consumers harm from unscrupulous business entities and practices or could result in an unfair market place when unscrupulous businesses take advantage of the lack of DMV regulation and enforcement of the industry. Both of these situations could then result in DMV receiving additional consumer complaints. However, decreases in the number of investigations undertaken because of a decrease in the total number of complaints received could signify DMV success in regulation and enforcement of the industry or simply a decrease in auto sales.
4. Identify the target for the metric and explain how the target was developed.

- The target of a 3% per year decrease in the number of complaints needing investigation is derived from the number of Post Decision Audits conducted by the DMV investigators and the anticipated decrease in consumer complaints as a result of these audits. Post Decision Audits are conducted with Occupational Licensees after an administrative action is taken, to review licensee's business transactions, to educate the licensee, to ensure that the licensee is complying with the law, and to ensure that there is no further consumer.

5. Explain the causes(s) of any fluctuation in the metric results.

- Fluctuations in this metric may be caused by the amount of investigative staff available, excessive turnover of highly trained investigative staff, and/or economic up or down turns (when the economy is strong the sale of vehicles increases conversely when the economy is poor and the sale of vehicles decrease often the number of consumer complaints increases as the automotive industry attempts to increase sales with unethical and illegal business practices.)

## **IV. Driver Safety Program (DS)**

### ***A. Program Function/Activities***

**FUNCTION:** Promote highway safety through the screening and regulation of the driving privilege

**ACTIVITIES SUPPORTING DEPARTMENT'S PRIMARY MISSION:** This program promotes highway safety by screening high-risk driver license applicants for driving competency and regulating the control and improvement of drivers who become a safety risk. We conduct interviews, re-examinations, and hearings. Driver control programs are maintained at hearing points throughout the state and include both those in which driver control actions are mandated by state and in which actions are determined administratively.

### ***B. Program's Goals/Expected Outcomes***

**GOAL:** To promote highway safety by screening driver license applicants for driving competency, and regulate and control the improvement of drivers who become safety risks

**OUTCOME:** Screen driver license applicants for competency, and regulate and control the improvement of drivers who become safety risks

### ***C. Budget (\$ and PYs) – Comparison to Other States***

The budget and staffing for the Driver Safety Program for FY 2002/2003 was \$87,670,000, and 1,157.9 PYs.

DMVs vary significantly in organization, service delivery, processes, and requirements. In addition, customer workload differs considerably from state to state. We are researching budget comparison data from other states and will forward the information at a later date.

### ***D. Primary and Secondary Customers – Customer Satisfaction***

**PRIMARY CUSTOMERS:** Motoring public

**SECONDARY CUSTOMERS:** General public, Law Enforcement, Courts (driver record information; customer's driving privilege authority), medical industry, insurance industry, and authorized requestors.

**CUSTOMER SATISFACTION:** Primary customer satisfaction is measured through correspondence and feedback received (i.e. complaints) regarding the timeliness of hearings scheduled and decisions rendered. Secondary customer satisfaction is measured through in-coming phone calls, workshops and in-person outreach activities with courts and law enforcement.

### ***E. Obstacles to Achieving Program's Goals/Expected Outcomes***

- Budget reductions – technology upgrades, travel, overtime, etc.
- Staffing reductions
- Limited IT resources to accomplish automation enhancements for program efficiency

### ***F. Does Activity Interfere with DMV's Primary Mission?***

No

### ***G. Metrics***

#### **Metric 1: Case resolution time from date of receipt of case to closure**

1. Explain how the metric demonstrates DMV's success in accomplishing its mission, and how the metric is linked to program outcome.
  - Timely intervention to mitigate unsafe driving.

2. Explain who uses the metric and how the metric results are used to make program decisions and/or changes necessary to better accomplish DMV's mission.
  - Mid-level and upper management review the metric to:
    - Evaluate program changes
    - Identify program deficiencies and determine the necessary actions to address those deficiencies
    - Evaluate the success of previously-implemented program improvements
3. Explain how changes in the activities/outputs measured by the metric are entirely, or at least primarily, responsible for changes in the outcome, and/or identify other factors affecting the outcome.
  - This metric measures the major components of the process in reviewing, scheduling, and completing cases, and rendering decisions regarding the customer's driving privilege.
4. Identify the target for the metric and explain how the target was developed.
  - Case closure is due no more than 60 days after receipt of case. The target was developed by assessing the key components of the program and measuring each of the key components independently to determine changes impacting the overall goal of the program.
5. Explain the causes(s) of any fluctuation in the metric results.
  - In 1999/2000, the Program began tracking this metric.
  - Scheduling strategies changed in 2000/01 resulting in statewide consistencies and more effective use of Hearing Officer schedules. The Program gained an additional 54 PYs.
  - In 2001/2002, with more highly trained Hearing Officers and Support Staff available, and minimal vacancies, the turn-around time for closing cases was reduced.
  - The loss of PYs due to budget reductions and the hiring freeze is reflected in the longer timeframes shown in 2002/03.

## **IV. Field Office Customer Service Wait Times**

### ***G. Metric (Program Support)***

#### **Metric 1: Average Customer Wait Times in Field Office for DL and VR transactions.**

1. Explain how the metric demonstrates DMV's success in accomplishing its mission, and how the metric is linked to program outcome.
  - Field Office Customer Service Wait Times are a measure of the Department's ability to serve its customers within the major programs that DMV administers (Driver License, Identification, Vehicle Registration Occupational License). The wait time is a performance metric used to measure our success in achieving a mandated 30-minute wait time.
2. Explain who uses the metric and how the metric results are used to make program decisions and/or changes necessary to better accomplish DMV's mission.
  - Management of each field office (with electronic queuing systems) uses the wait time data to continuously monitor wait times and make necessary adjustments to facilitate the serving of customers as expeditiously as possible. Regional Administrators use wait time data and make staffing adjustments to meet the goals on a regional level. Field Operations Division management uses the information to determine if the goals are being met at the divisional/departmental level.
3. Explain how changes in the activities/outputs measured by the metric are entirely, or at least primarily, responsible for changes in the outcome, and/or identify other factors affecting the outcome.
  - Wait times for the 90 larger field offices (about 77% of field offices workload) are measured via electronic queuing systems. The remaining offices are measured using manual means. In September 2003, the final thirty-three of ninety queuing systems were installed. The addition of these queuing systems has provided more accurate measurements of wait time than previously available. As additional data is collected, more accurate information regarding wait time averages will become available. Also, when offices convert to electronic queuing, there are new sets of customer service practices that must be learned.
4. Identify the target for the metric and explain how the target was developed.

- California Vehicle Code section 1669 states that DMV should make every effort to ensure, within its resources, that no customer waits in any one line longer than ½ hour. This statute became effective on January 1, 1984. By achieving the target, customer satisfaction is enhanced.

5. Explain the cause(s) of any fluctuation in the metric results.

- Wait times are the direct result of the available staff to serve customers and workload volume. Despite a better-prepared workforce, Departmental cuts and frozen positions have been primarily responsible for increased wait times in field offices. Since 1999, workload has continued to increase while staffing levels have decreased.